

ROLE OF WORK-FAMILY CONFLICT ON EMPLOYEES' COMMITMENT AND EFFECTIVENESS: A STUDY OF SELECTED FAMILY BUSINESS IN BENIN CITY, EDO STATE, NIGERIA.

IDOWU, Rachael Kike-Ola

AGOSU, Maume Eniola

Administrative Staff College of Nigeria (ASCON), P.M.B. 1004,
Topo-Badagry, Lagos State.

Abstract

In family business, every member of the family is considered as stakeholders. Therefore, they must keep employees' performance high through incentive to encourage their commitment to the organization's growth. Therefore, the study examined the effect of work family conflict on employees' commitment and effectiveness using ordinary least square technique and descriptive statistics such as percentage and bar chart. The population of the study was workers and family member of twenty-five selected manufacturing firms owned by family with 250 respondents sampled through the aid of questionnaires using simple random technique to select ten respondents in each of the firm. The descriptive result showed that all the respondents that work in family business fall within the economic active age. 65.6% of the respondents acquired education to middle level. 76.4% were male and 23.6% were female. The OLS result showed that work family conflict (-0.054) was inversely related to employee commitment and directly related to business performance (0.087). In addition, work- family conflict (0.124) was significant and indirectly related to organizational effectiveness; while, business performance was directly related to it. The study concluded that work- family conflict considerably reduced the performance of employees through their commitment and effectiveness to organization growth; while, employee's motivation stimulated both of them. The study therefore, recommended that organization should strengthen cooperation among employee through creation of a department responsible for stress management among workers. Also, motivation in term of incentives compensation, recognition, rewards and appreciation should be embraced by organization.

Keyword: Employee's commitment, employee effectiveness, Family business, ordinary least square, work-family conflict

Introduction

Business is mainly ruined for the purpose of providing goods and services for profit making. The desire of every business owner is profit maximization with the core principle of maintain overall financial health status of the business for continuity and survival. Family business is not devoid of this idea because all the stakeholders that involved in day-to-day administration of the

business are charged with efficient allocation of resource for profit maximization. In family business, every member of the family is considered as stakeholders. Stakeholder could be primary or secondary. According to Ishola and Ishola (2019), the primary stakeholders are people that their continuing participation determine the existence of the organization, these stakeholders include shareholders, management and employees. The secondary stakeholders are people that the organization activities affected or influenced but are not engaged in the organization activities. Family business is an organization or enterprise owned by a group of related people that add utility to unfinished product or render services to final consumer for the sole aim of profit maximization. In this present era, achieving profit maximization by any corporations is hanged on main factors among is organizational commitment and effectiveness. In view of this, Rahman, Ali, Mansor, Jantan and Adedeji (2018) remark that competitiveness is increasing rapidly in today's globalized world, therefore, organization must keep employees' performance high through incentive to encourage their commitment to the organization's growth.

Family's business is presently the most common form of business in the world. According to Keanon (2018), 80% – 95%, 70% – 80% and 70% of all business are owned or controlled by families in the United States, Europe and Latin America respectively. In Nigerian setting, family's business is main seen in the informal sector. This sector alone approximately employed over 61% of the entire Nigerian working population force (Falade, Aladejana & Alabi, 2020). Family business is a business owned by individual in which his family member are major stakeholders. In the word of Keanon (2018), founder of such business own 100% of the entire business with the sole aim of generating a healthy revenue for his family. Unlike public limited liability companies that sourced for funds through trading of share on the stock market, family business is sole owned by the family that pool resources together. However, the family may agree to sell some shares of stock to the public. The commitment of worker or each member of the family in the business is one of the key factors that determine the success or failure of such a family business. According to Nurul, Muhammad and Yeni (2019), employees' commitment is an essential factor needed to run a successful business organization or company in the sense that high commitment on the part of employee enable them to carry out responsibility and task in loyal way and manage crisis. The presence of a high employees' commitment to business especially by family's member or employee make them see the organization as their own and help to evade adverse organizational behaviors that could put the organization or business to disrepute. Given this, Robbins

and Judge (2015) reveal that employee's commitment is a situation in which an employee recognizes an organization, its goals and decides to remain a member.

There are many objectives and desire individual intends to achieve. Therefore, each objective and desire requires time and energy. Rahman *et al.* (2018) opine that individual's adult is often faced with a function of two significant issues that involves both the work and the family, which often makes individual burdened with various responsibilities that require high levels of time and energy. This situation may affect a person's ability to meet the demands of his family. According to Shoukat, AbdulGhafoor and Quratul-Ain (2015), work-family conflict WFC is a form of conflict that occur as a result of the pressure received from employee assigned role in an organization with pressure stemming from membership in other group. Eliyana, Ma'arif and Muzakki (2019) discovered that workers with a low psychological detachment may be more likely to devote time to work, experience work-related stress, and display work-related behavior at home. A large number of studies like Diana, Anis, & Inanta (2020), Nurul *et al.* (2019), and Clive and Thomas (2017) established that a number of employees who live with their families or already have their own families experience conflicts between work and family life. The cause of this conflict is attributed to emotional exhaustion from work, and excessive working hours that often lead to reduction in levels of job satisfaction.

In family business operations, all workers have an important function in handling task. For instance, the head of the family may be in charge of managing the organization, children in charge of production, while wife may be in charge of finance. According to King (2013), the division of labour is shared among family in family business with few employees assigned to some certain responsibilities. In each division assign to every member, total commitment is required to perform efficiently. Nurul *et al.* (2019) identified employee's commitment as a pre-requisite factor needed for survival of business organization with the view that existence of work-family conflict (WFC) reduces organizational commitment which drastically reduces organization's productivity. In the process of performing duty, workers are faced with many demands form work. For instance, high job demands undoubtedly have an influence on the personal life of workers. In view of this, Triwahyuni and Ekowati, (2017) remark that high demand from worker by employers could affect workers to perform some certain function at home which could lead to conflict in the family. Stephen (2004), asserted that work-centered people may become more productivity at the detriment of

the health, relationship or other important areas of their life. According to Akkas, Mohammad and Sabibur (2015), imbalance between family and work life is harmful to both individual employee and the organization. Also, employee's effectiveness must be displayed by employee when employers fulfill their needs. Employee's effectiveness means the quantity of input that has been obligated by the work. The motivational factor is also involved in the effectiveness of workers. High employee's motivation leads to display of high effectiveness by worker in the course of his duty. So employee's performance and employee's motivation factors affect the employee's effectiveness. (Malik *et al.*, 2010). Meanwhile, family business is now common in Nigeria especially in the Southern part of Nigeria like Benin city. According to Falade *et al.* (2020), one attribute of developing countries is the abundance of informal sector that is predominantly own by family. National Bureau of Statistics, NBS, (2019) reveals that informal sector employs more than 0.32 million Nigerian graduates annually. Family business that engaged in production of goods or service to their respective customers undoubtedly demand commitment and effectiveness from their workers in the course of their duty for sustainability and continuity of the business. Therefore, firms own by family must pay attention to the conditions of their workers and lessen the risk that could decrease organization productivity through minimizing constant pressures receive by employees from work.

Statement of the Problem

Benin city is the capital of Edo state with different form of business and industries. Despite large firms and industries in the city, some of the residents still partially or fully involved in running a business especially a manufacturing ones. Meanwhile, studies that include Diana *et al.* (2020), Nurul *et al.* (2019), Morinsola and Olawumi (2018), Clive and Thomas (2017) and Ajala (2017) had examined effect of work family conflict on organizational commitment and effectiveness using health personnel organizations, co-operation, government institution and others. One of the problem of these past studies is that none of them did examine it from the perceptive of family business using some selected manufacturing firms. Given these, this present study explicitly examined the effect of work family conflict on organizational commitment and effectiveness with a view to accommodate some of the setbacks noticed in the previous studies.

Objectives of the Study

- i. examine the effect of work-family conflict on employee's

commitment.

- ii. ascertain the effect of work-family conflict on employee's effectiveness.

Literature Review

Work-Family Conflict

According to Shoukat *et al.* (2015), WFC is a form of conflict that occur as a result of the pressure received from employee assigned role in an organization with pressure stemming from membership in other group. Jayamohan *et al.* (2017) defined it as an active disagreement between or among people with divergent personal views or principles. Morinsola and Olawumi (2018) see it as a conflict that occurs as a result of the degree to which an employee encounters constant pressures from work and family. In view of this, many scholars characterized WFC into behavior based, time-based and strain-based (Ejohwomu, Oshodi & Onifade, 2016; Friedland & Cole, 2017). According to Friedland and Cole (2017), time-based conflict arises when two distinctive roles is contesting for employee's limited time to satisfy different wants at the same time. Strain-based conflict occurs when the tension faced by an employee in one area of his/ her life adversely affect effective performance in other area of life. Lastly, behavior-based conflict is seen as a conflict that occurs owing to irreconcilable behaviors necessitated by different competing roles (Ejohwomu *et al.* 2017).

Employee's Commitment

Asrar-ul-Haq, Kuchinke and Iqbal, (2017) defined organizational commitment as the connection and involvement of workers with their organization. In the word of Lambert, Liu, Jiang, Kelley and Zhang, (2020) it involves a bond between the employer and staff members. In this study, organizational commitment is the willingness of employees to uphold the mission and vision of the organization with the hope to achieve it together. Diana *et al.* (2020) classified employee's commitment into three components that include continuous commitment, affective commitment and normative commitment. Continuous commitment is also known as ongoing commitment and it deals with a situation in which employee is not more interested in organization; hence, consider leaving the organization as the best option in the process of searching for best alternative. Affective commitment means positive emotional attachment to the organization; while, normative commitment is a sensation of moral responsibility to be with the organization. Employee's

commitment is now regarded as one of the most popular work attitudes that is often study due to high rate of family conflict that occur often. According to Akintayo (2010), one of the main reasons for its popularity is that organizations have continued to find and sustain competitive advantage through teams of committed employees. Employees' commitment is an essential factor needed to run a successful business organization or company in which an employee recognizes an organization, its goals and prospects to remain a member (Nurul *et al.*, 2019; Robbins & Judge, 2015)

Employee's Effectiveness

Shoukat *et al.* (2015) defined employee effectiveness as how effective an organization is in achieving the outcomes the organization is intended to produce. It is very difficult to measure the effectiveness of organization or we can say that it is impossible to measure the effectiveness of organization, so the rate of employees' productivity could be used to ascertain the level of effectiveness in an organization. In this study, employee effectiveness is regarded as a situation in which employees meet up with the level of requirements in terms of production, quantity and quality of outputs for the organization. Also, the motivational factor such as incentive could be used stimulate employees' effectiveness. For instance, when an organization priority workers well-being through motivation, it encourages workers to be more effective to organization growth. According to Malik *et al.* (2010), employees' effectiveness could be influenced by motivation factors through performance appraisal.

Empirical studies

Diana, *et al.* (2020) studied work-family conflict and job satisfaction using the organizational commitment for moderating the study. The study area of concentrated was Bank Rakyat in Indonesia using Partial Least Square technique. The result confirmed that work-family conflict was adversely related to job satisfaction. In addition, it was established that organizational commitment as the moderating effect for WFC was significant and adversely related to Job Satisfaction. It was concluded that Work-family conflict (X) was a robust determinant factor of job satisfaction (Y) in Bank Rakyat in Indonesia. Similar study using hospital and sample size for 66 health workers from Latersia Binjai Hospital by Nurul, *et al.* (2019) discovered that partially WFC had a direct and significant effect on work stress; while WFC had an indirect and significant effect on organizational commitment with a work stress exhibiting non-significant effect on it.

A study on role of WFC and employees' commitment and organizational performance was conducted by Morinsola and Olawumi (2018) using AKLAD interlink concept in Ibadan, Nigeria. The finding confirmed that WFC was statistically significant on both employee commitment and organizational performance. Also, a direct and significant relationship was established between WFC and gender within the study area. It was concluded that WFC affect the organizational performance and effectiveness. Using industrial social workers, Ajala (2017) carried out a study on WFC and job performance among working mothers in Ekiti State, Nigeria. Findings disclosed that an indirect and significant relationship between work-family-conflict; job performance of working mothers and family-work-conflict. It was concluded that WFC was common among working mother than the family-work-conflict. It was then recommended that industrial social workers should educate working mothers on balancing their work and family tasks for the purpose of having sense of belongingness in both domains and perform efficiently and effectively in the workplace.

Shoukat, AbdulGhafoor, and Qurat-ul-Ain (2015) investigated the effect of WFC on organizational commitment and organizational effectiveness using service sector of two cities of Pakistan including Khan and Multan. The findings showed that WFC had a significant and negative effect on organizational effectiveness with same conclusion for organizational commitment. A similar study by Clive and Thomas (2017) using the moderating effect of managerial support to examine effect of WFC on employee commitment in the banking institution in Kenya established that WFC was significant and directly related to affective commitment, continuance commitment and normative commitment (NC); while, same conclusion was reached for both Perceived Managerial Support (PMS).

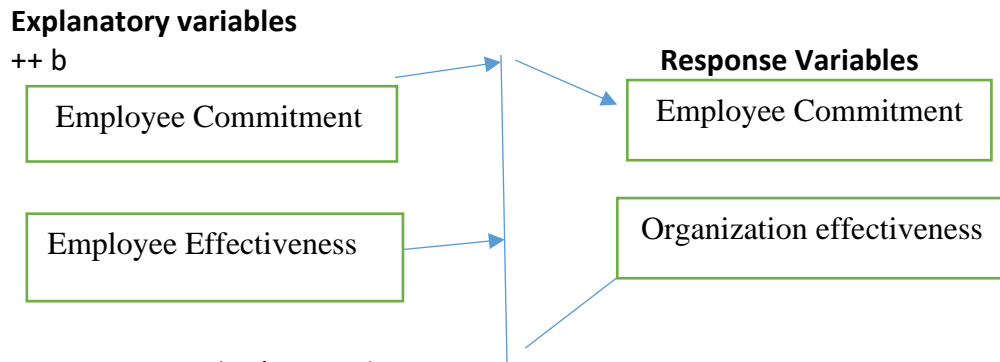
Using the industrial workers in Nigeria Akintayo (2010) studied work-family role conflict and organizational commitment using a total number of 247 respondents. In the study, it was discovered that significant difference existed between married and single respondents' experience of work-family role conflict. Also, it was confirmed that a significance difference was established between organizational commitment of male and female and work-family role conflict. The study recommended that organizational support programme needs to be introduced and provided for member of the organization for the purpose of reducing work-family conflict to the breast minimal level and virtually induced commitment to their jobs.

Theoretical Framework

Stakeholders' Theory

The Internal Memorandum Research Institute at the Stanford was the first to used stakeholder concept in 1963. The stakeholder's theory was championed by Freeman (1983) and published in the same year in the book titled the Stakeholders of the organizational mind in San Francisco. The theory assumes that the survival and increase in the investment return of the organization depend on both its economic and non-economic activities. The economic activities involve sales of good, advertising, worker commitment, complaints on goods and improvement of employees in the organization. The sole purpose of economic activities is profit maximization. The non-economic activities are majorly corporate social performance of organization that include provision of health facilities, education and other environmental needs to host community, workers' family and the society at large in order to increase business operational revenue, return on investment and others. According to Robbins and Judge (2015), total commitment of worker is needed to positively influence organization's performance and enables every member of the workers to recognize an organization, its goals and prospects to remain a member. Also, Nurul, *et al.* (2019) reveal that commitment is a pre-requisite factor needed for survival of business organization.

Also, the theory places emphasis on effective relationship among different stakeholders in the organization as a better way of increasing organization financial performance. The family member is part of the organization stakeholder in which the firm must continuing to consider in terms of policy making. In view of this, Shoukat *et al.* (2015) reveal that effectiveness on the part of different stakeholders helps organization in achieving its objectives. The organization must also safe guide the interest of shareholders by continuing maximizing profit. In line with this, Freeman (1984) and Decker and Sale (2009) remark that a firm is the management of different stakeholders' interest which are ultimately integrated with the rest of society. Therefore, corporations or firms in the present dispensation have responsibility that go beyond profit maximization in achieve the desire of both primary and secondary stakeholders in an organization. In view of this, this present study presents the respond of independent variables to dependent variable in diagram below.

Figure 1: Theoretical Framework

Source: Researcher's compilation.

Methodology

The respondents are members and workers of family business in the study area of Benin city. The researcher basically used questionnaires to source for data from the members and workers of manufacturing business owned by family within the study area. The researcher used descriptive and ordinary least square regression techniques. The rationale behind applying the techniques was that the study is concerned with the significant effect of independent variables on the dependents variables. The study population comprised of 250 respondents that were both family member and workers in business owned by family. The study used both the convenience sample technique and simple random for the selection of 25 manufacturing firms own by family with each of the firm allotted with 10 questionnaires. Therefore, making the sample size a total of 250 respondents. The rationale for 250 respondents is in line with Gujarati, Porter, and Gunasekar (2012) that identified that sample size (α) must be within the minimum range of 120 for no-specified populated same area to have a normally distributed sample size. The choice of Benin city was because some of the residents still partially or fully involved in running a business which is often own by the family, in order to empirical gather research data from a selected sample to present generalization of the whole population.

The model for this study was built on Morinsola and Olawumi (2018), The basic model for Morinsola and Olawumi (2018) is given below:

$$EC = f(WFRC) \dots \dots \dots i$$

Where; EC = employee commitment, WFRC= work-family role conflict.

Hence, in the above model of Morinsola and Olawumi (2018), in equation (i) only EC and *WFRC* are associated with objective 1 stated above. Therefore, the above model is modified to capture the stated objective variables.

Model for objective one:

$$EC = f(WFRC, PROFIT) \dots \dots \dots ii$$

The econometric for equation ii is given below as:

$$EC = \pi_0 + \pi_1 WFRC + \pi_2 PROFIT + \mu_t \dots \dots \dots iii$$

Where: *EC* = Employee commitment, *WFRC* = Work family conflict, *PROFIT* = Business performance (Proxy for monthly sales)

Rationale for including business performance into the model is that both employee's commitment and effectiveness jointly influence performance which was proxied by monthly sales of the family business.

Model for objective two: Modifying the above equation i to capture objective two we have

$$EFFECT = f(WRFC, PROFIT) \dots \dots \dots (iv)$$

The econometric form for equation iv is given below as:

$$EFFECT = \alpha_0 + \alpha_1 WRFC + \alpha_2 PROFIT + u_t \dots \dots \dots (v)$$

Where; *EFFECT* = Employee effectiveness

Presentation and Discussion of result

This session deals with the analysis of data collection from the survey and its interpretation A total number of 250 questionnaires were administered, and all were retrieved representing a response rate of 100%. The analytical techniques used in the study involve frequency distribution tables, inclusive frequency, percentages bar chart, pie chart, ANOVA and OLS regression techniques.

Table 1: Socio-Economic Characteristic of the Respondents

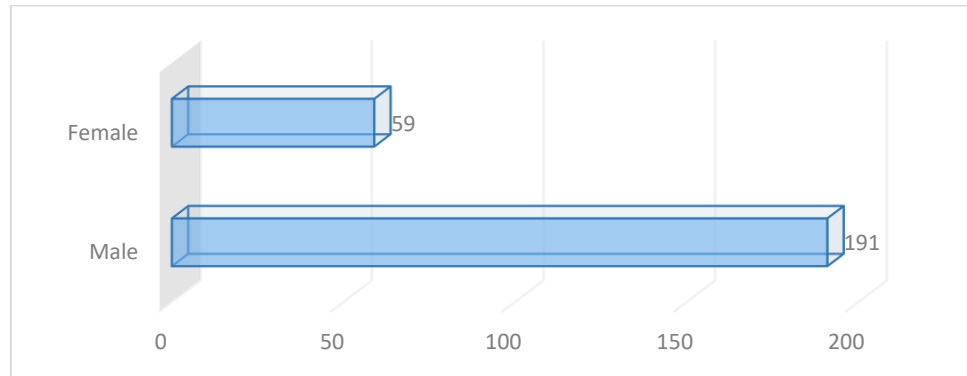
Age			Marital-Status			Educational level			Religion		
Age	F	(%)	Marital-Status	F	(%)	Education	F	(%)	Religion	F	(%)
18-30	67	26.8	Single	62	24.8	Primary	21	8.4	Christianity	136	54.4
31-43	69	27.6	Married	122	48.8	Secondary	65	26.0	Islam	89	35.6
44-	58	23.	Widow	24	9.6	ND/NCE	81	32.	Others	25	10.

56		2	ed					4	Total	250	100.0
57-69	27	10.8	Divorced	27	10.8	Bsc/HND	67	26.8			
70-above	29	11.6	Separated	15	6.0	MSC/MA/Ph.D	16	6.4			
Total	250	100.0	Total	250	100.0	Total	250	100.0			
Where F indicates frequency, (%) indicates percentage											

Source: Researcher's compilation from field survey (2021)

From the table 1 above, it was indicated that most of the respondents were within the age range of 31-43years. This was such that 27.6% of the respondents were within the age grouping of 31-43years, 26.8% were within the age ranges of 18-30, 23.2% were within the age ranges of 44-56 years, 11.6% were within the age ranges of 70-above; while, 10.8% were within 57-69 years. The implication of age group is that majority of the people that work in family business fall within the economic active age of 18-60years. The distribution showing respondents' marital status indicated that 24.8% were single, 48.8% were married, 9.6% were widowed, 10.8% were divorced; while, 6.0 were separated. The implication for the marital status distribution is that all the different set of marital status were fully represented in the family business. The distribution of respondents based on their highest level of educational attainment revealed that 8.4% attained educational level to primary school, 26.0% to secondary level, 32.4% to either National Diploma (ND) certificate, or Nigeria Certificate of Education (NCE), 26.8% attained either Higher National Diploma (HND) or First Degree; while, 6.4% had either Master's Degree or Doctorate Degree. The implication of this, is that the majority of the respondents received education to the required basic secondary school level as recommended by United Nation as minimum level of literacy with few of them to primary school level. On religion category, 54.4% practiced Christianity, 35.6% Islam and 10.0% practiced Others traditions. Therefore, implies that all the three major religions in Nigeria were fully represented.

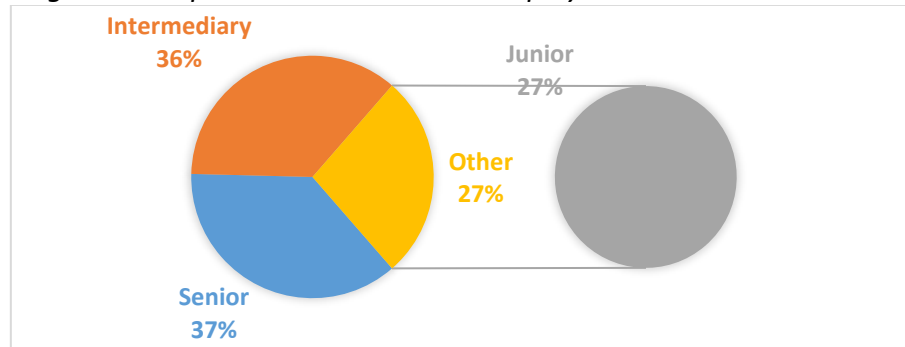
Figure2: Respondents' Gender Displayed in Bar Chart



Source: field survey (2021) from Excel sheet

It was noticed in Figure 2 that family business is mainly a male dominate profession. This could be attributed to patriarchal nature of Benin people setting when owning a family business is mainly seen as male's duty.

Figure 3: Respondents' Job Position Displayed in Bar Chart



Source: Field survey (2021) from Excel sheet

The implication of this is that majority of the respondents were in better position to give accurate responses to the questions asked through the questionnaire.

Table 2: Summary of the Regression Estimates

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.239 ^a	.507	.610	7.18249
a. Predictors: (Constant), WFRC, PROFIT				

Source: Author's computation from SPSS 20

In table 2, the coefficient of R-square was 0.507. Therefore, implies that each of the independent variable in the model individually explained approximately 50.7% variability of the response data around its mean. The implication of this, is that work-family conflict and business performance individually explained 50.7% change in employee commitment around its mean. Also, the value of the adjusted R^2 for the model was pegged at 0.610 or 61.0%, which implies that work-family conflict and business performance jointly explained about 61.0% systematic variation in employee commitment; while the remaining 39.0% variation is explained by other variables outside the model.

Table 3:ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	772.496	2	386.248	7.487	.001 ^b
Residual	12742.288	247	51.588		
Total	13514.784	249			
<i>a. Dependent Variable: EC. Predictors: (Constant), WFRC, PROFIT</i>					

Source: Author's computation from SPSS 20

From Table 3 of the ANOVA result, the f-statistics of the model was 7.487 with p -value less than 0.05 significance level. The implication of this is that the overall significance of the independent variables that include work-family conflict and business performance provide a better fit to the regression data. There shows that the model has a good fit which gives a valid conclusion.

Objectives One: To examine the effect of work-family conflict on employee's commitment.

Table 4. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.485	0.791		3.141	.000
WFRC	-.054	.018	-.195	-3.052	.003
PROFIT	.087	.028	.195	3.107	.002

a. Dependent Variable: EC

Source: Author's computation from SPSS 20

The coefficient result of work family conflict (-0.054) was inversely related to employee commitment and statistically significant at 5% significance level, judging from the p -value (0.003) that was less than 0.05 significance level. Statistically, this implies that 1% increase in work family conflict brought

about 5.4% reduction in level of employee's commitment to family business growth (provided that all factor affecting employee commitment are held constant). From the finding, it could be deduced that effect of work-family conflict on employee commitment was infinitesimal judging from the obtained co-efficient, implying that such effect is tentative in nature. The implication of this finding is that increase in level of worker irreconcilable demands between family and work roles reduces satisfaction and worker's engagement in family business. Given this, Nurul, *et al.* (2019), remark that employees' commitment is an essential factor needed to run a successful business organization or company due to the fact that high commitment from the side of the employees permit them to carry out responsibility efficiently. Also, findings from past studies like Diana, *et al.* (2020), Morinsola and Olawumi (2018), and Allen, (2012) discovered an indirect and significant effect of WFC on employee commitment which have adverse effect on organizational performance.

The result of PROFIT showed a direct coefficient (0.087) and had a significant effect on employee commitment. It showed that 1% increase family business performance led to 8.7% increase in employee commitment. The implication of this finding is that appreciation in sale of goods and services produced by house-hold increase worker loyalty and engagement in family business. For this finding, it has two economic implications on employee commitment. The first implication is that higher monthly sales increase worker's incentive in terms of compensation, recognition, rewards and appreciation incentives which altogether encourage workers to do more for family business. Therefore, continuously increasing sales. Secondly, it determines the continuity of the business and the continue stay of employees in the family business. In view of this, Robbins and Judge (2015) stress that employee's commitment is a situation in which an employee recognizes an organization, its goals and prospects to remain a member. This finding supported studies like Morinsola and Olawumi (2018) that identified organization performance as a robust determinant of employee commitment.

Table 5: Summary of the Regression Estimates

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.410 ^a	.581	.661	8.22401
a. Predictors: (Constant), WFRC, PROFIT				

Source: Authors computation from SPSS 20

Table 5 presents the summary of the regression estimates in terms of the vital statistics such as the R-square, Adjusted R square and standard error of the estimate. The table reveals that the R square and adjusted R square are 0.581 and 0.661 respectively, implying that individual independent variable (WFRC and PROFIT) explained about 58.1% variability of the dependent variable (EFFECT). The adjusted R^2 was 66.1%, which implies that work-family conflict and business performance jointly explained about 66.1% systematic variation in employee effectiveness (EFFECT); while the remaining 33.9% variation is attributed to error terms.

Table 6: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	612.341	2	381.321	8.231	.003 ^b
Residual	21321.121	324	60.421		
Total	26512.658	314			
<i>a. Dependent Variable: EFFECT. Predictors: (Constant), WFRC, PROFIT</i>					

Source: Authors computation from SPSS 20

Table 6 presents the ANOVA result and the p -value (0.03) for the F-calculated of was less than the critical value of 0.05. The implication of this is that the overall significance of family -work conflict and business performance have a better fit regression in explaining variation in employee's effectiveness. There shows that the model has a good fit which gives a valid conclusion.

Objective two: To ascertain the effect of work- family conflict on employee's effectiveness

Table 7: Co-efficient

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.511	0.124		20.250	.000
WFRC	-.124	.020	-.131	-6.200	.006
PROFIT	.421	.108	.032	3.898	.010

a. Dependent Variable: EFFECT

The OLS result of work family conflict showed an indirect coefficient (0.124) and has significant effect on organizational effectiveness. It showed that 1% increase in work family conflict led to 12.4% decrease in organizational effectiveness. The economic implication of this finding is that increase in level of worker irreconcilable demands between family and work functions

reduces the rate of the input of workers in the organization. Given this, Shoukat *et al.* (2015) show that organizational effectiveness determines organization outcomes. The finding from this study conformed with the work of Nurul, *et al.* (2019) and Morinsola and Olawumi (2018) that concluded that work-family conflict and employee's effectiveness were significant and indirectly related with a view that work stress affect performance.

The coefficient result of business performance was 0.421. The implication of the positive is that both steady increase in revenue generation and incentive to employee increase the quantity of input of employees to family business. On employee's effectiveness, it could be in term of efficiency in production of good or service, production of quality goods or product and efficiency utilization of goods and services. In view of this, Malik *et al.*, (2010) remark that employee's performance and employee's motivation factors affect the employee's effectiveness. Also, Shoukat *et al.* (2015) confirm that effectiveness on the part of different stakeholders helps organization in achieving its objectives in which return on investment is the sole objective. The finding was in line with the study of Morinsola and Olawumi (2018) that concluded that increase in business performance through sales of more goods increases employee's effectiveness.

Conclusion and Recommendations

In line with the findings from this study, it was concluded that work-family conflict considerably reduced the performance of employees through their commitment and effectiveness to organization growth; while, employee's motivation stimulated both of them. The study therefore, recommend the followings;

- i. Organization should strengthen cooperation among employee through creation of a department out of their session on issue facing employees in order to file for complaints as regards impact of stress facing in the course of their duty.
- ii. Motivation through incentives in terms of compensation, recognition, rewards and appreciation should be embraced by organization through monthly appraisal of individual's performance. By so doing, it would increase employee's commitment as confirmed from the study which have a significant effect on organization performance through generation of more revenue.

- iii. Seminars and conferences associated with a conflict management should be attended among employees and family member that are part of day-to-day administration of the business. This could be achieved by organizing of such seminar by the organization. Doing this would help them to balance work and family issues.

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